

Advertising Age

Thursday

Crain's Magazine of the Creative Process®

Special Report—
Newspapers:
*More responsive
 to challenges
 in the marketplace*

Global Gallery
*showcases award
 winners at Cannes*

**Pierre
 Salinger**

*The best-known
 American in Paris
 helps explain us
 to the French*

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 M



DELTA FLIES. . .



AA airline poll

10 favorite U.S. airlines

	Total points
1. Delta Air Lines (44)	213
2. American Airlines (43)	199
3. United Airlines (12)	107
4. Piedmont Airlines (15)	79
5. Trans World Airlines (11)	74
6. Midway Airlines (9)	42
7. Republic Airlines (5)	30
8. Western Air Lines (4)	19
9. Alaska Airlines (4)	18
10. People Express Airlines (3)	16
Ozark Air Lines (2)	16

Least favorite U.S. airlines

	Votes
1. Eastern Air Lines	50
2. United Airlines	36
3. USAir	18
4. American Airlines	17
5. People Express	11
6. Trans World Airlines	10
7. Northwest Orient Airlines	7

Source: Advertising Age readers' poll. Note: Advertising Age asked readers to rate their favorite and least-favorite U.S. airlines. The results in the "best" category, listed below, were derived by totaling three points for each first-place vote; two points for second, and one point for third. First-place votes are in parentheses and total points are at right. In the least-favorite category, we asked for only one selection per ballot.



. . . while Eastern gets grounded in AA poll

By Robert Goldsborough

The question of America's favorite airline is no longer up in the air. The winner: Delta Air Lines, by the nose of a 727.

This was the verdict of *Advertising Age* Thursday readers, who selected the Atlanta-based carrier as the most popular domestic airline in a poll that began with a coupon in the May 23 issue. American Airlines taxied to the gate in second place, while the rest of the fleet lagged well behind the leaders.

In the same poll, we also asked readers to name their least-favorite airline. The clear winner of this dubious distinction was Eastern Air Lines, which easily outdistanced runner-up United Airlines.

We received nearly 200 responses, and they showed, as did our earlier airport poll (AA, May 23), that our readers are indeed frequent fliers. Respondents came from 31 states and the District of Columbia, and said they fly an average of 41 times per year.

In all, 32 different domestic carriers received votes on the ballots, in which we provided blanks for three favorite airlines and one least favorite. We also left space for readers to give reasons for their selections.

In the text adjoining our ballot, we said the criteria for ranking the airlines should include schedule convenience, ease of ticketing, on-time performance, cleanliness of equipment, attitudes of personnel, on-board services (food, drink, reading material), seating configuration and frequent-flier programs.

Delta, which winged to victory with 44 first-place votes and a total of 213 points (based on three points for first-place mentions, two points for second-place, one point for third), was most frequently praised for the attitudes of its personnel, as this sampling indicates:

"Cooperative, pleasant crews, who help when there are problems" . . . "Clean, courteous and helpful" . . . "They understand that they are in a service business" . . . "They focus on passenger needs" . . . "Happy employees" . . . "They seem to really have a passenger-oriented attitude."

Those who voted Delta tops also lauded the carrier for its on-time performance. Food, however, was something of a mixed bag. While some participants gave Delta's meals high marks, others, while praising the airline over-all, were critical of the cuisine.

Delta's support was geographically wide-ranging. First-place votes came from 18 states, with more No. 1 ballots being cast from northeastern states than from the South, Delta's headquarters and traditional base of strength.

While "friendly" seemed to be the key word among those rating Delta tops, "professional" was the description most often bestowed by those favoring runner-up American, which had only one less first-place vote than Delta (43) and 14 fewer total points. Although American also was praised for the friendliness of its crews and its on-time performance, the Texas-based carrier received its highest marks for the quality of on-board service, with several respondents referring to the line as "classy." And its frequent-flier program was mentioned more often than that of any other airline.

On the downside, American received 17 votes as least-favorite, most of them from passengers complaining about rude employees and poor food quality. (In contrast, Delta received only four "least favorite" votes.)

United, the largest U.S. carrier, finished a distant third in popularity, although it should be noted that the balloting took place during the recent pilots' strike against the Illinois-based system—a circumstance that may have affected both its popularity and its standing as runner-up in the least-liked category. A handful of respondents made negative comments about the airline's stance during the strike.

United received 12 first-place votes but also was named on 36 ballots as least-favorite. The blackest mark against United was for poor on-time performance, followed by arrogant employees ("They don't care about me") and lackluster food.

One interesting sidelight: Readers who picked Delta as their favorite line tended to name Eastern their least favorite, and the majority of those favoring American listed United as their least favorite.

Rounding out the top 10 in popularity were North Carolina-based Piedmont, TWA, Chicago-based Midway Airlines,

Republic, Alaska Air, Western Airlines and Ozark and People Express in a 10th-place tie.

Our readers seemed to save their strongest emotions—most of them negative—for Eastern Air Lines, which received 50 votes as the least favorite U.S. carrier. Complaints about the Miami-based carrier were fairly evenly divided into three categories: Poor on-time performance, dirty aircraft and unfriendly personnel. Some samples:

"Rude personnel, little or no help in rescheduling connections" . . . "Nasty personnel, dirty airplanes" . . . "Personnel openly show contempt, even in first class" . . . "The Eastern workers still don't care" . . . "All flight attendants seem to hate me" . . . "Flights are always late; ticketing and seat selections are sloppy" . . . "Dirty planes and discourteous people."

Anti-Eastern ballots came from respondents in 17 states, led by (in order) New York, Florida, North Carolina and Illinois. On the plus side, Eastern did get some positive responses—seven first-place votes, five seconds and ten thirds. Convenient schedules and on-time performance were among the reasons for its popularity with some readers.

Joining Eastern and United on the least-favorite list were (in order) USAir, American, People Express, TWA and Northwest.

Although most readers confined their comments to the space on the ballot, one reader from Libertyville, Ill., sent a four-page, handwritten letter in which he listed, in great detail, his grievances against United Airlines, including lost baggage, flight cancellations and abrasive ticket agents. We hope he feels better.

The most unusual flying experience was related by an Irvine, Cal., reader. On his ballot, he listed Pacific Southwest Airlines as his least favorite. In addition to such standard complaints as delays and unfriendly personnel, he said they are "The only airline I have flown that lost luggage I CARRIED on. [The stewardess left with it on a stopover.]"

He didn't feel the experience was a fluke, however. He said PSA "also lost my luggage the only time I checked it last year."

Thursday

Pierre in Gay Paree

Pierre Salinger, the ABC bureau chief and the network's chief foreign correspondent, must be the most visible American in Paris. When the French press needs a perspective on an American issue, they call Salinger. Former press secretary to John Kennedy and one-time correspondent for the French news-weekly *L'Express*, Salinger usually obliges. See Page 4.

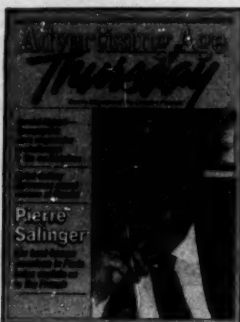


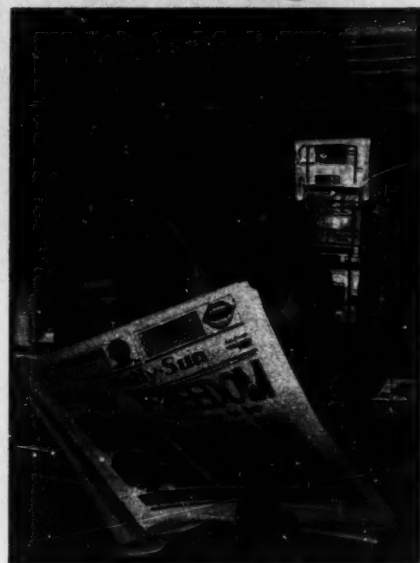
Photo by Jean-Marc Martin

Boomers

In "The Big Chill," it took a funeral to get eight baby-boomers together for a weekend. In New York it takes only a clever invitation from Baby Boomers & Co., a party-planning enterprise for upscale 24-to-40-year-olds, to get hundreds of them mingling. See Page 6.

Wild, wild West

Grabbing the phone book usually doesn't have pornographic connotations. But in Jackson Hole, Wyo., to let your fingers do the walking is nothing short of...lewd. The cover of that town's independent directory boasts a young woman's rear end, stuffed tightly into Levi's shorts, wearing thigh-high leather boots and a belt emblazoned "Jackson Hole." See Page 63.



Special Report—Newspapers

Newspapers are meeting pressure from advertisers, readership declines and competitors with standard advertising units, total market coverage and other methods. See Page 15.



Photo by Mary Henley

Advertising according to Lou Centlivre, executive managing director-creative at Foote, Cone & Belding, Chicago: "If an idea makes me laugh, that's a sure sign it's a good idea. All commercials should be entertaining, no exceptions made...Everybody ought to have fun...if you're not having fun [whether client or agency], then you're getting screwed."

Lou Centlivre has one thing in mind: F-U-N

By Laurie Freeman

The Centlivre Test for Good Ideas:

"If an idea makes me laugh, that's a sure sign it's a good idea. All commercials should be entertaining, no exceptions made."

It's one thing to say it, another thing to put it into effect, and Lou Centlivre has done both. Described by his co-workers as a man who "shoots straight from the lip," the 52-year-old executive managing director-creative at Foote, Cone & Belding, Chicago, has one thing in mind when he heads for the office each morning. Fun.

"Somebody's making the business too rational, which is wrong," he says. "Advertising is an emotional industry. It's getting so bad I can look at a tv commercial and tell what kind of a creative department or agency the work came from. The scary part is, does anybody care? Everybody ought to have fun...if you're not having fun [whether client or agency], then you're getting screwed."

Obviously, Centlivre enjoys talking about advertising—what it is and what it could be. He says he got into advertising because it was more fun than any other business. The problem is, this straight-shooter often speaks before he thinks. Maybe that's why Foote, Cone general manager Bruce Mason gave him a picture inscribed "Louie...remember...1,001, 1,002..." And maybe it's not really a problem.

Mason credits Centlivre's forthright approach with attracting many of the agency's newest accounts, including Long John Silver's, Lexington, Ky.; Pearle Vision, Dallas, and Volume Shoe, Topeka, Kan.

"I don't want to round out Louie's edges because most times what he says is the truth. Sometimes I think clients are going to hit the roof because of the outrageous things he says. But because he's sincere and really means what he says, the clients take it all in stride," says Mason. "I wouldn't want to put the brakes on Louie."

For his part, when the freewheeling Centlivre talks about "creative freedom" at the agency, he makes sure listeners know those marching orders come from the general manager's office.

The result is plenty of energy, from the top right down to the copywriter ranks—where it's converted into entertainment and humor, elements Centlivre looks for in copy.

By way of example, he points to S.C. Johnson & Son's Raid tv work, one of FCB's long-running campaigns. "Our task is to make it fun to watch these ugly mothers go to their eternal reward. 'Raid kills bugs dead!' Now that's fun," he says, laughing.

One gets the feeling the 11th floor at FCB, where Centlivre's "creative-olds" live, work and play, resounds with laughter from early morning till late at night.

A visitor to the creative floor is overwhelmed by activity. When Centlivre's crew of 20-odd senior creative writers and directors get down to turning out copy, there's a lot of screaming and yelling back and forth between offices. Just the way the boss likes it.

"My motto is a pretty good barometer: 'Beware of silent halls.' When the loudest sound is the rustle of the *Wall Street Journal*; when you can't tell an account executive from a copywriter from looking at 'em or talking to 'em; when you can fire a cannon down the creative halls at five past five [o'clock] and not hit a soul—then you know terminal boredom has set in," he says.

Advertising without fun could be one reason for burnout among creatives, Centlivre says. It's something he combats not only by his own approach to work, but by the way he handles the work of others.

"My creatives only have to report to one person, not four or five like (Continued on Page 63)

Presstime

BBDO profits dip

NEW YORK—BBDO International reported a decline in profits in the second quarter and first half versus year-ago results. In the quarter, net income dropped 2% to \$5.9 million; revenues rose 6% to \$83.7 million. In the first half, net income declined 10% to \$10.2 million; revenues increased 6% to \$159.5 million.

B&B loses in London

LONDON—Benton & Bowles here will lose almost half its \$46 million in billings as media director Ray Morgan leaves to set up his own independent media-buying operation, Ray Morgan & Partners. Mr. Morgan will take with him the Allied Lyons wine and spirits' media-buying business, which had been consolidated for all brands at B&B. It is worth about \$21 million.

DMM loses A-B unit

DALLAS—Anheuser-Busch's Campbell-Taggart bakery unit will seek a new agency to replace D'Arcy MacManus Masius, St. Louis, on its approximately \$10 million account. The split is due to a conflict with General Foods Corp.'s Entenmann's and Oroweat brands, which are handled by DMM merger partner Benton & Bowles. An A-B spokesman said a decision is expected within two weeks. Separately at St. Louis-based A-B, the brewer will run new Spanish-language tv spots for its Michelob superpremium brand on major-

market Hispanic stations. The theme translates as "For me, Michelob, the taste of a better life." Castor Spanish International, New York, handles.

Wallace to Coke unit

HOUSTON—Scott Wallace has been named to the new post of exec vp-marketing at Coca-Cola Foods. Mr. Wallace had been senior vp-worldwide marketing at Brown & Williamson Tobacco Corp., Louisville, before joining D'Arcy MacManus Masius Worldwide a year ago as corporate exec vp responsible for worldwide service for DMM's international clients (AA, Sept. 24). Mr. Wallace, who is known to have supported the agency's merger with Benton & Bowles, said the timing of his departure was "unfortunate" because "I don't want to leave the impression with clients or anyone else of disaffection." But, he said, "It's a very good job that came along."

Stabbing at Grey office

NEW YORK—A Grey Advertising employee was arrested July 23 after a stabbing outside the agency's headquarters here. A Grey spokeswoman said Arthur Hill, a 14-year employee in the agency's financial department, allegedly stabbed another Grey employee, Alfred Greaves Jr., who works in the production department. The stabbing allegedly was the result of a personal dispute between the two, the spokeswoman said. Mr. Greaves was hospitalized with a shoulder wound and his condition was listed as stable.

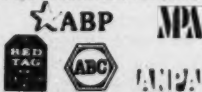
Papers eye Sun. books

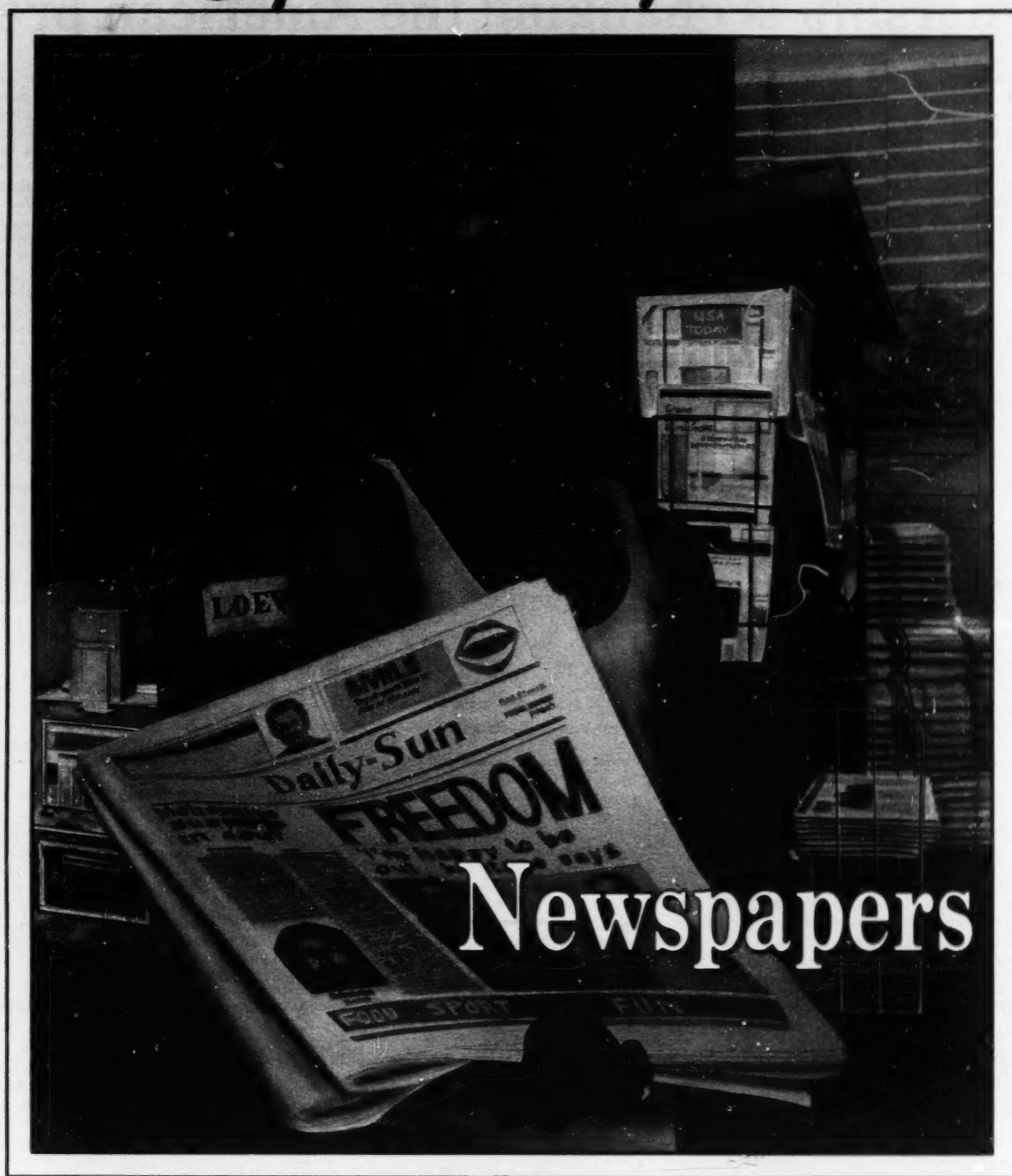
NEW YORK—Sunday newspapers are reacting to the planned Sept. 8 rollout of Gannett Co.'s USA (Continued on Page 63)

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David Lane

Industry delivers solution to bad news

By William F. Gloede

The function of the press in society is to inform, but its role is to make money," wrote A.J. Liebling in his book "The Press."

And money it does make—so much money that media companies often are willing to pay more than 20 times net earnings to snatch a newspaper from family ownership.

The newspaper business is big business. In 1984, total revenues among all newspapers exceeded \$35 billion, according to informal estimates (actual figures are not available).

Why are newspapers so desirable as business properties?

"[The newspaper business] is one of the few, if not the only,

major unregulated monopoly businesses in the United States," says Christopher Shaw, managing director of Henry Ansbacher Associates, a New York-based media property broker.

Newspapers are the nation's largest advertising medium. In 1984, the second consecutive year of 15%-plus increases in total ad revenues, newspapers took in \$23.8 billion, giving them a 27.3% share of all U.S. ad revenues. Their closest competitor, tv, racked up a 21.9% share with \$19.1 billion.

But newspapers are in danger of losing their historical preeminence in advertising to tv.

Thurman R. Pierce Jr., vp, U.S. manager-print media for J. Walter Thompson USA, New York, recently warned the an-

nual Operations Management Conference of the American Newspaper Publishers Assn. in New Orleans that if the industry does not reverse its steadily declining share of the advertising pie, "You in newspaper management will wake up one day to find another medium is now No. 1—sometime in the next decade."

The industry sometimes is

Unless otherwise noted, all daily newspaper circulation figures used in this special report are those reported to Audit Bureau of Circulations for the six months ended March 31, the most recent statistics available.

viewed by wags as something of a dinosaur, so slow to react to competitive pressures that it's bound for extinction. Ted Turner, the cable tv mogul who this year launched an unfriendly attempt to take over CBS, routinely predicts the demise of newspapers to just about anybody who'll listen.

And although newspapers remain healthy, vibrant and essential to the people who read them, they do have problems. Serious problems.

The Audit Bureau of Circulations reports that, nationwide, daily paid circulation remained stable in 1984 at 63.2 million, up only 18,252. But while daily circulation has remained stable in recent years, the population of the nation has not. Conse-

quently, household penetration—the ratio of circulation to occupied households—has fallen.

That has given rise to a new segment of newspapering: Shoppers, those all-advertising publications that show up in mailboxes and on doorsteps, often every mailbox or doorstep in a community, across the country, every week. More recently, advertisers have begun mailing advertising circulars directly to customers in specific retail trading zones, effectively blanketing the area around stores.

Newspapers first began seeing display advertising moving into newspaper-delivered circulars in the 1970s. In the 1980s, they began seeing this retail advertising exit the newspaper and enter

(Continued on Page 18)

Ownership is changing the American press

By Ben H. Bagdikian

Although many familiar forces, such as new technologies and life-style patterns, are changing the American newspaper, a less noticeable but perhaps more important change comes from new owners of the daily press.

Traditionally, each American daily had a separate owner, usually a local one. In 1900 there were 2,042 U.S. dailies with 2,023 different owners. Now there are 1,700 dailies with about 600 owners, but about a dozen of the owners are large corporations that control a majority of circulation.

With a few exceptions, the new owners have not produced highly visible changes. But they have accelerated trends in such an intense way that it raises questions about the future of the daily newspaper.

Corporate ownership has become the norm because newspapers are highly profitable properties. Most of the new owners are large, publicly traded companies, their quarterly dividends and cash flow watched closely by Wall Street. As a result, more than ever before daily papers are under pressure to produce not just the very comfortable profits that the industry always has produced since World War II, but fast, maximum profits.

The new pressure for profits produces results partly from greater sophistication in man-

agement and cost analysis. But it also comes from new efforts to alter the content of papers and shrewd calculations on how to draw a maximum from any given market, in both subscription and advertising rates.

Because 80% of newspaper revenues come from advertising, the major focus on increasing profit margins has been directed at getting the most from that part of the business. Once ad rates are adjusted upward to extract the maximum feasible revenues from existing lineage, the next step has been to alter the paper's content to attract more and different kinds of ads.

The main technique for changing content to attract more ad revenues is to change the demographics of the audience to emphasize upscale readers. Today, "yuppie" is the not-so-secret password in newsrooms and boardrooms of daily papers.

Attracting maximum ad rates and lineage is a natural business instinct for the industry. But the current intense interest in concentrating on upscale readers challenges some historic assumptions about American newspapers.

Unlike specialized magazines and weeklies, dailies are community institutions that by tradition are directed at the whole population and are presumed to reflect the needs and wants of that whole population. This role is all the more compelling because in the U.S., unlike other industrialized countries, dailies are essentially local rather than national, and 98% of the dailies are local monopolies.

cause American politics and political institutions are more concentrated in local control. Whereas broadcasting, for example, cannot control who receives the message, newspapers can influence who gets to read by concentrating circulation in prosperous districts and suburbs. The corollary of the concentration on the upscale readers is an indifference, in content and distribution of the paper,

toward those who aren't affluent and those 50 and older.

The new managements and their drive for the upscale reader have produced new levels of profitability, but also may have thickened the cloud hanging over the newspaper industry: Aggregate national circulation has been stalled for 20 years.

Since the mid-1960s, the U.S. adult population has grown 50%, but dailies have been unable to push their aggregate circulation beyond 63 million. The

American daily paper has become fat and prosperous, but its penetration of American households is declining, from 1,100 papers sold daily per 1,000 households in 1960 to 790 in 1980.

Some of the decline has come from the effects of broadcasting and changed living patterns. Some allege that a generation of tv has produced a nation of nonreaders, but that is exaggerated; the rate of college enrollment, as well as sales of books and magazines, have increased during the same period.

But some of the circulation decline is deliberate, the desired result from introducing upscale content. Some papers pull back circulation from areas that do not serve a profitable retail area. In the past 20 years, newspaper content has been altered (from 1960 to 1980, average pages issued a day by newspapers rose by more than 22 pages), but most of the added editorial matter—special sections on real estate and fashion, for example—has been designed to attract ads rather than readers.

Content most wanted by readers is clear. Years of surveys under the auspices of the National Advertising Bureau and of the American Newspaper Publishers Assn. show that the highest priority for readers is more live local and national news. But that kind of news is more expensive to produce (requiring live reporters instead of volumes of syndicated material) and it does not attract as much advertising as back-of-the-book sections.

There is only an illusion of paradox between higher profits and reduced penetration. Daily papers still have strong vitality and public appeal in news, in features and in ads. The daily printed paper physically delivered to the home will remain on the scene for a long time to come.

But advertisers and readers both have a stake in reversing the declining penetration of papers in the country's households.

Recent declines in free tv viewing because of competition from pay cable and videocassette recorders, both virtually adless, should be an omen.

Daily papers must decide whether they will continue the trend toward "elite" publication or continue their historic role. Having broad appeal does not have to mean sex and sensation or artificial brevity, as profitable papers such as the *Los Angeles Times* and *Philadelphia Inquirer* have shown.

A reversal of the narrow focus in content and distribution on 18 to 49-year-old consumers is best navigated while the industry is prosperous rather than waiting complacently until some sudden external competitive force produces disaster.

ing on solutions to the cost dilemma faced by national newspaper advertisers, with some emphasis on the so-called local-national rate differential. This pricing policy, begun by newspapers decades ago, forces national advertisers to pay an average of 60% more for the same advertising space as a local retailer pays.

At the same time, color is sweeping the industry, and advances in printing technology are making color printing more cost efficient and more attractive for both advertisers and publishers.

If newspapers can begin to increase sagging household penetration while evening off the cost of national advertising and offering quality color printing, publishers believe they can increase their share of the national advertising market.

In this special report, ADVERTISING AGE takes a comprehensive look at the newspaper industry, its strengths and its shortcomings. Despite the shortcomings, we safely can predict that newspapers will be around for some time to come.

After all, where else can you get an hour's-plus worth of portable entertainment for a quarter?

Special Report: Commentary



Ben H. Bagdikian

Source: 1984 SMRB/VALS

Solutions

(Continued from Page 15)

the mail. Now, nearly all daily newspapers have developed or are developing total market coverage programs that use the newspaper to deliver advertising circulars to subscribers and use the mail to reach nonsubscribers.

Because retailers are the largest users of newspaper advertising space, this trend has had ominous implications. Newspapers, in order to remain the top ad medium, must at least hold their current share of retail advertising spending.

In addition, newspapers, once the dominant medium for national advertising, are now a minor player, falling far behind tv.

In 1984, newspapers' share of the \$48.9 billion national advertising pie was 12.7%, according to the Newspaper Advertising Bureau, New York, and 6.1%, according to the estimates of McCann-Erickson, New York.

Despite an industrywide effort to standardize ad sizes for national and regional retail advertisers—an effort that resulted in the standard advertis-

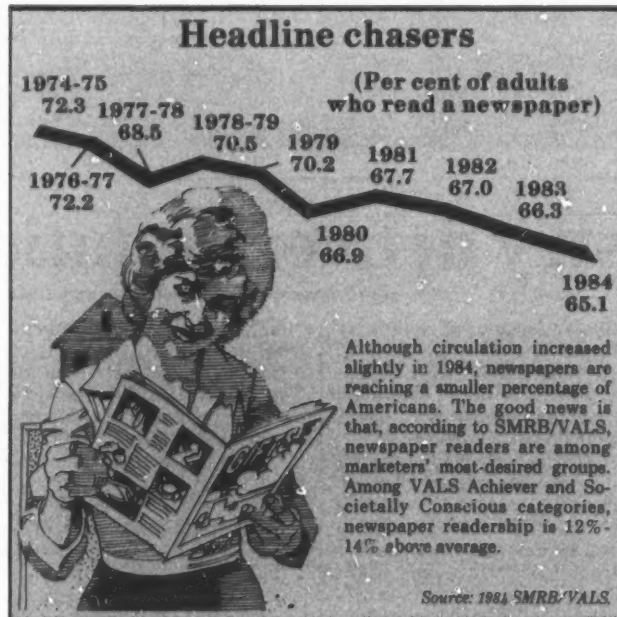
ing unit system implemented in July, 1984—newspapers' share of national ad expenditures has continued to slide.

The reasons are many and varied, but three top the list: The costs of running deep national schedules are prohibitive; advertisers can not run color in most major markets, and newspapers are not "top of mind" as a media alternative among agency creative people and the clients for whom they work.

Classified advertising is the one bright spot in this foreboding advertising picture. Newspaper classified sections have been on a roll in recent years, with the category, the most local form of advertising, proving more recession-resilient than it had in the past. In 1984, classified ad revenues increased a whopping 27.5% to \$7.65 billion, according to the NAB.

But, although beset with problems in the national and retail advertising arenas, the newspaper industry appears to be waking up. It suddenly has discovered marketing as it is practiced in the consumer products and advertising businesses.

Through local tmc programs and the industrywide "Future of Advertising" project, jointly



sponsored by the ANPA and the NAB, it appears to be addressing the problems it faces.

The time is right. Newspaper publishers are eyeing, with a certain amount of pleasant anticipation, the steadily eroding share of the network tv audi-

ence. Fragmentation among the broadcast media, they hope, will focus more attention on newspapers as a national advertising medium.

To take advantage of the situation, the "Future of Advertising" project committee is work-

Rivals battle for ad and promotion scoops

By Alan Radding

There's a romantic picture of two competing daily newspapers that thrives in movies and in the hearts of journalists and academics: Competing reporters for rival dailies pound the sidewalks to scoop each other by uncovering wrongdoing and win readers' everlasting affection and support.

Competing dailies have hung on in the largest U.S. markets, and in some cities, such as Boston, St. Louis and Baltimore, the second newspaper is clawing back from the brink of extinction. In these cities, however, the romance is that of the underdog desperately fighting stiff odds.

In Boston, Rupert Murdoch's News America Corp. rescued the failing Hearst Corp.-owned *Herald* in 1981 and took weekday ABC-reported circulation from 226,000 to the current 368,000.

In February, 1984, Jeffrey Gluck, in a surprise move, took over the St. Louis *Globe-Democrat*, on the verge of being folded by Advance Publications, and preserved St. Louis as a city with competing dailies.

In Baltimore, despite slipping circulation, Hearst's *News-American* hangs on to challenge the A.S. Abell-owned *Baltimore Sun* and *Evening Sun* newspapers.

The major battle in the struggle for survival, however, is not going on within the editorial pages. The tabloid *Boston Herald* often beats the *Boston Globe*, owned by Affiliated Publications, to local stories, yet the *Globe's* dominance in readership and advertising remains overwhelming.

Nor is a paper's politics a key to survival. The growing ideological conservatism across the country has not contributed significantly to the revival of the *Herald* or the survival of the *Globe-Democrat* or the *News-American*, all conservative voices.

Instead, the battle is taking place in newspaper classified, circulation and promotion departments, and in cost-conscious executive boardrooms. While the quality of the *Boston Globe* editorial product is very high, for instance, the foundation for the paper's current success was built in the classified department decades ago.

During the newsprint rationing of World War II, newspaper executives had to make critical decisions about how to allot their quotas of newsprint, says independent newspaper consultant Mark Finley, a former *Herald* promotion manager.

While other Boston newspapers were using the bulk of their newsprint for display advertising, the *Boston Globe*, then back

in the middle of the pack of competing Boston dailies, was devoting substantial portions of its newsprint to classified advertising. When soldiers returned home from the war, looking for jobs, houses and cars, the *Globe* was ready with a thriving classified ad section.

Today the *Globe* commands more than 90% of Boston's classified advertising, a tremendous revenue source and a powerful vehicle to build readership and advertising responsiveness. In St. Louis, the *Post-Dispatch* also dominates the classified business, carrying as much as 90%, says *Post-Dispatch* president Glenn Christopher.

"Once you make the effort to get the classified ads," says *Boston Herald* publisher Patrick Purcell, "only a small effort is needed to maintain it."

That works in the *Globe's*



Mr. Giuggio dismisses these kinds of efforts by the *Herald* as short-term rate cutting promotions to which the *Globe* will not respond. Instead, twice a year, his newspaper heavily promotes its classifieds on radio and tv as the "Market of the Millions." Although there is no special rate or promotion otherwise tied to this, "It is a chance to talk about the classifieds," Mr. Giuggio says.

The classified section, however, is not the only area where the *Herald* must come from far behind. According to Media Records figures widely circulated by the *Globe*, the newspaper carried 81% of Boston's 1984 newspaper advertising, increasing its ad pages by 10% over 1983. In particular, the *Globe* carries 94% of the metro area's computer equipment advertising, 90% of alcoholic beverage advertising, and 90% of the department store ads.

In circulation, too, the *Herald* is a distant second. The *Globe's* weekday circulation is 510,567, soaring to 802,891 on Sunday, according to ABC figures. The *Herald's* circulation drops to 308,823 on Sundays, although that is up 11.8% from a year ago.

By comparison, ABC's circulation figures in St. Louis are closer—273,784 for the *Post-Dispatch* vs. 201,418 for the *Globe-Democrat*—although the gap has widened substantially during the past year. (See accompanying chart.) The *Post-Dispatch* carries about 80% of

the advertising lineage, Mr. Christopher says.

In Baltimore, the *Sun* newspapers pull in 82% of the ad lineage, according to Media Records, and enjoy 90% of the advertising revenue.

The Boston numbers have not, however, discouraged the *Herald*, which cites a 19% lineage increase for the year to date. The paper, which floundered under previous ownership, switching to broadsheet and back to tabloid, has undergone further revision since News America took over, including toning down its sometimes blunt, inflammatory headlines, and is receiving more favorable comment on its editorial product.

In an effort to expand beyond its blue-collar base, the paper began publishing the daily stock market listings, added an ex-

Despite his newspaper's gains, Mr. Purcell isn't predicting that the *Herald*, which was losing about \$1 million a month when News America took over, will soon—or ever—take the No. 1 position from the *Globe*.

"Our strategy is to continue growing," he says, emphasizing the readability of the *Herald's* tabloid format and its improved editorial. "We're very close to the break-even point now."

There is a sense of frustration in the 37-year-old *Herald* publisher, a veteran of the Murdoch organization. Despite the improved editorial product, promotions such as the classified contest, 13 weeks of tv advertising and dramatically improved circulation, widespread advertiser support has not followed automatically.

There is similar frustration at the conservative *Globe-Democrat*, which has not been able to capitalize either on Midwest conservatism in its battle with the liberal *Post-Dispatch* or on civic interest in maintaining two competing newspapers.

"Advertisers make an absolutely pure coldblooded market decision," says Richard Amberg Jr., *Globe-Democrat* general manager, who hasn't been able to woo conservative advertisers away from the *Post-Dispatch*.

Responsive readership is what advertisers demand, and the mainstay of the *Herald's* readership-building efforts is Wingo, Mr. Murdoch's bingo-like game. The question advertisers ask is whether Wingo delivers good readers or just builds circulation numbers.

"Wingo is like a drunk on a binge," says Robert Bergenheim, former *Herald* publisher under Hearst and now publisher of the *Boston Business Journal*, a weekly tabloid with a circulation of 42,000, according to Business Publications Audit of Circulation. "There's no way to get off [Wingo] without losing readers." People are buying the newspaper, he concludes, but they only read it to check their Wingo number.

Mr. Purcell disputes that. "Wingo gets people to change their normal reading habits," he says. "In that sense it is no different from any product-sampling promotion." Circulation, he says, does not drop off as each round of Wingo winds down.

The ultimate question isn't whether Wingo players are worthwhile and loyal readers, but whether, in this era of multimedia diversity, a city needs two daily newspapers.

Boston media planner Bill Hadley of The Hadley Co. definitely sees room for a competing daily in the Boston market. Citing daily metro-area household coverage figures, both newspapers combined only reach half the market, which he believes leaves a substantial opportunity.

The *Boston Business Journal* published its own late 1984 survey of the newspaper habits of Massachusetts residents, con-



The *Herald* added special sections, such as this one on Boston's new cardinal.

favor. Every year Boston educational institutions push thousands of graduates out their doors, and half remain in the area, says John Giuggio, *Globe* president. Because of its classifieds, he says, the *Globe* "is where they turn for their first car, their first job, their first apartment and their first house."

The *Herald*, however, is not surrendering in the fight for classified ads. While working on all aspects of the publication and substantially increasing circulation, it has targeted classified advertising for special treatment.

To build classifieds, the *Herald* first targeted help-wanted advertising in the fall of last year with a special offer of three free weeks for one paid week. To make the program work, however, the *Herald* had to provide inducements not only to classified advertisers, but to readers. A contest was initiated that would give readers who responded to classified ads a chance to win trips and prizes.

The result was an increase in daily help-wanted advertising from two to 15 pages, Mr. Purcell says. The promotion was followed with a similar effort in the daily real estate section and has resulted in an increase from one-half to five pages.

The major battle in the struggle for survival is not going on within the editorial pages. Nor is a paper's politics a key to survival.

panded Tuesday section, a Sunday business section, one-time special sections (such as one on Boston's new Catholic cardinal) and a weekly sports pullout section. By contrast, the *Globe* offers a regular special section every day of the week, and has been improving readability by tinkering with its layout and presentation, such as adding color highlights to the front page and experimenting with a new Sunday comics format.

Ready for the next round

Newspaper	Weekday circulation with per cent change from March, 1984 in parentheses
New York Times	1,013,211 (+4.4)
New York Daily News	1,390,965 (+1.2)
New York Post	901,313 (-8.4)
Chicago Tribune	755,064 (+1.8)
Chicago Sun-Times	639,187 (+1.7)
Houston Chronicle	433,330 (+1.4)
Houston Post	310,110 (-8.0)
Rocky Mountain News	328,361 (+3.2)
Denver Post	215,625 (-2.0)
Boston Globe	510,567 (+0.1)
Boston Herald	368,027 (+12.2)
Dallas Morning News	368,683 (+10.2)
Dallas Times Herald	241,055 (-6.3)
Detroit News	686,949 (+1.5)
Detroit Free Press	646,476 (+2.4)
St. Louis Post-Dispatch	273,784 (+8.0)
St. Louis Globe Democrat	201,418 (-18.0)

Source: Audit Bureau of Circulations, March 1985 report

Alan Radding is ADVERTISING AGE's Boston correspondent.

(Continued on Page 20)

Focusing

(Continued from Page 19)

boosted the *Times'* San Diego circulation from about 18,000 when it entered the market to about 50,000 now.

Finally, last October, the *Times* created a separate edition for the San Fernando Valley, where 1.6 million people—one-fifth of the Los Angeles metropolitan area population—reside. Officials report daily circulation in the area rose 7,000 in the first three months and Sunday circulation jumped 9,000.

The *Times* has a total weekday circulation of 1,069,564, according to ABC; the paper reports a weekday circulation of 185,926 for its Valley edi-

tion.

Other metro newspapers, too, recently have taken steps to move beyond their traditional core areas.

The *Chicago Tribune*, for example, wants to reclaim its historic role as the paper of record for the Midwest.

Robert L. Dickey, marketing department manager, says the *Tribune* used to have wide influence in the Midwest, but it withdrew from that position in the 1970s while it concentrated on increasing penetration in its primary market area.

However, after watching *USA Today*, the *Wall Street Journal* and the *New York Times* carve out national niches, the *Tribune* now wants to make a comeback as an important player in the

midsection of the country.

In April the *Tribune* began printing copies of its final edition in a satellite printing facility in Champaign, Ill., and trucking it to central and southern Illinois as well as central and western Indiana. It spent about \$200,000 to promote itself to downstate readers.

The company says these expansion efforts are still experimental.

"Our goals aren't set in concrete," Mr. Dickey says. "We're testing the waters."

According to the latest ABC figures, the *Tribune* was selling about 87,000 dailies outside its primary eight-county area before it opened the satellite operation, and gains since then

haven't amounted to much—less than 2,000 since April.

But Mr. Dickey says the paper is more interested in building image and prestige than hiking its numbers. "This tactic isn't for every newspaper," he says.

"For us it makes sense because we perceive ourselves as a major voice in the Midwest."

Meanwhile, the *Washington Times*, which last year announced grand plans for its national edition, continues to struggle with the concept. Larry Chandler, director-promotion and research, says a good market for the national edition exists, but he admits the current editorial product isn't quite what readers want.

"We're working on it," he says. (Continued on Page 22)

Rivals

(Continued from Page 18)

ducted by area researchers the Becker Institute, which showed that two-thirds of the households in the state read the *Globe*. Some 28% of the state's households read the *Herald*, but 72% of those also read the *Globe*. That high level of duplication and the *Globe's* perceived stature as the journal of record make Mr. Bergenheim skeptical of predictions that the *Herald* soon will be profitable. In effect, Boston is not a two-newspaper city, he says.

Lee Slayton, vp-director of advertising and sales promotion for Jordan Marsh, a leading Boston department store chain owned by Allied Stores and one of the largest local advertisers, does see a niche for the *Herald*, however.

Significant portions of the market cannot be delivered by just one newspaper, he says, even one as dominant as the *Globe*.

While giving News America's Boston organization an "A for effort" in improving the newspaper and applauding the circulation increase, Mr. Slayton watches carefully the source of the circulation increases. In his store's effort to target more upscale consumers, Mr. Slayton wants to see the *Herald* increase its circulation beyond the core city to include more of the affluent suburbs. The challenge facing Mr. Purcell is to do that without abdicating his position with the blue-collar reader.

There is more to a two-newspaper city than just having two surviving newspapers, says J. Kendrick Noble, first vp and newspaper industry analyst at Paine Webber Mitchell Hutchins, New York, in assessing the Boston newspaper situation. The second newspaper must be in the hands of someone aggressive. "The *Globe* is awesome in its dominance of the market," Mr. Noble says, yet he is "impressed by what Murdoch has done in Boston."

Mr. Noble believes the future success of Boston as a two-newspaper city may lie in today's lopsided situation, which allows for a quality newspaper as the market leader, but leaves an opportunity for an aggressive competitor such as the *Herald* to carve out a specific niche.

If the *Herald* doesn't succeed, there already are others waiting for a chance. Mr. Bergenheim toys with the idea of taking his *Boston Business Journal* daily to skim off the very highest demographic audience. The *Boston Phoenix*, a successful alternative weekly, persistently is rumored to be waiting for the chance to go daily with what now would be considered a yuppie newspaper.

"If the situation were closer, you could have both newspapers hurting," Mr. Noble says, and quality would suffer all around.

The competition is good for Boston, agrees Mr. Guiggio. The presence of an aggressive rival keeps the business growing and keeps the *Globe* on its toes.

Just like in the movies. 

Take Off

Launch sales in the nation's 10th largest market with the newspapers that are in command.

Atlanta is now the 10th largest city in the country. And growing.

And while overall television viewership declines, Atlanta Journal-Constitution readership and circulation are up. We're now reaching over 1,000,000 Atlantans on a single Sunday Combined daily readership.

For growth, it takes the right newspaper. And circulation is rising, all-week.

So if your strategy is to reach Atlantans with power to spend, turn the Atlanta Journal-Constitution around. Because that's the way.

Atlanta Journal-Constitution Circulation			
	Combined Daily	Sunday	Weekend
1984-85	1,000,000	1,000,000	1,000,000
1983-84	950,000	950,000	950,000
1982-83	900,000	900,000	900,000

*Based on data from the Atlanta Journal-Constitution, 1984-85. Circulation figures are for the Atlanta Journal-Constitution, 1984-85. Circulation figures are for the Atlanta Journal-Constitution, 1984-85.

The Atlanta Journal-Constitution
THE ATLANTA CONSTITUTION
Reach out for the South

Represented by the Atlanta Journal-Constitution

Aggressive stance transforms classified ad sales

By Van Wallach

Jangling telephones are nothing new for newspaper classified ad departments. Traditionally, sales staffs would field calls and take orders; today, those staffs are just as likely to place calls as they work the phones to dig up new accounts.

"We're not sitting around, and

Van Wallach is a free lance writer specializing in media topics and currently dating New York magazine's NYM H437.

we are much more aggressive than we were 10 years ago," says Dan Buckley, advertising director-classifieds for the *Atlanta Journal and Constitution*. "We used to be ad takers and wait for the calls to come in. Now we have people who do nothing but call out looking for business."

That vigor, new classified formats and the continuing use of the latest technology have combined to give classifieds new luster in newspaper ad circles.

"Classifieds are ceasing to be the little agate ads in the back," says Jerry R. Hayes, classified

advertising manager of the *Arizona Republic* and *Phoenix Gazette*. "We've become full-blown advertising sales sections."

Necessity forced managers into that stance. They point to 1980 as the start of the evolution, as the souring economy hurt classified spending.

"Classifieds feel it first in a recession," says Eric Anderson, vp-classified advertising for the New York-based Newspaper Advertising Bureau. "Interest rates affect home buying and auto sales." (Auto dealers and real estate agents represent two key classified categories, along with employment ads.)

But aggressiveness and a healthy economy seem to have turned the numbers around. Total revenues from classifieds rose almost 25% in both 1983 and 1984, according to NAB.

Always considered a profit center for newspapers, classifieds now contribute more than ever to ad revenues; NAB numbers give classifieds a 31.4% share of total industry ad revenues in 1984, compared with 1975's 26.2%.

Changes in those "little agate ads" take many forms; indeed, Mr. Anderson barely can track

the profusion of special sections, bannered pages and themed booklets now appearing.

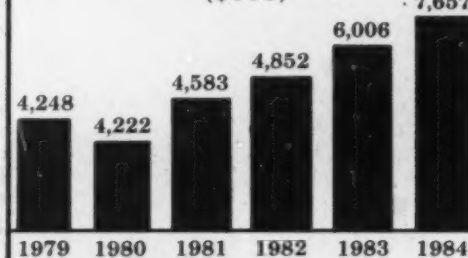
USA Today joined the fray by introducing daily classified display ads in February and agate ads in April. The classified section previously ran weekly. "Our sales pitch is it's a national medium with a rate base of 1.3 million," says Lise Chin, director-classified advertising for

Gannett Co.'s paper, which reports circulation of 1,162,606, according to ABC.

The ads are anchored in the back pages of *USA Today's* Life section. Ms. Chin says the department's toll-free phone number receives 2,300 inquiries a week for categories that include real estate, travel, business opportunities and career recruitment. A travel page with a cou-

Classified information

Classified advertising revenues (\$000)



Source: Newspaper Advertising Bureau

How green is our valley?

How about an MSA EBI of \$5.84 billion?*

A single weekday issue of The Fresno Bee reaches 74.9% of the total adults with an annual income of \$20,000 or more. **

*\$10,544,648,000 in the Fresno ADI S&MM 1985 Survey of Buying Power
** Simmons 1983 National Study of Local Newspaper Ratings (MSA)



The Fresno Bee
in the heart of California
(209) 441-6246

Represented nationally by Cresmer, Woodward, O'Mara & Ormsbee, Inc.

Monitoring the personal touch

Bars are meat markets. Health and fitness clubs can cost an arm and a leg. Office romances are risky. Frustration and anxious parents loom.

Enter the personal ad.

It isn't a new concept, but in recent years personal ads have gained new respectability as a way to pursue romance in the ef-

ficiency-minded 1980s. Readers and advertisers reply to whom they choose; cool selectivity is the name of the game.

Classified ad managers themselves are choosy. They rigorously oversee the propriety of the personal ads—if they run them at all. After all, nobody wants his paper to reflect a sleazy image.

Eric Anderson, vp-classified advertising for the Newspaper Advertising Bureau, New York, says, "Some papers stopped running personals, but some kept them and tracked the contents to keep out the 'working women.'"

Art Kurek, classified advertising manager of News America Corp.'s *New York Post*, reads every one of the 80 to 100 personals carried in the *Post's* Friday entertainment section. "They are tasteful in tone and content," he says. "I make sure there's no innuendo."

The *Post* started taking personals of the romance and "I miss you" ilk in May and accepts only heterosexual messages. The minimum cost during an ongoing introductory period is \$18 for three lines of copy and a *Post* box number. Readers submit prepaid ads on a coupon the *Post* runs every day with the polite reminder, "No abbreviations, please."

As a group, the *Post* personals receive about 1,000 replies per week from a weekday circulation base of 901,313, according to Audit Bureau of Circulations. Says Mr. Kurek, "I've had people call me to comment on the high quality of their responses."

The *Post's* coupon touts its

The growing media in the growth market.

Since 1982, the St. Petersburg Times has gained almost eleven thousand in circulation... making it the largest daily between Miami and Washington, D.C.

Within the market area, the Times has a Sunday circulation of

342,800. Weekdays, the St. Petersburg Times and Evening Independent have a combined circulation of 305,363 and a readership of 646,500... unmatched penetration. In fact, within Pinellas County, home of the Times and Independent, the combination is read by more than seven of ten adults.

Florida's most populous metropolitan area... that's St. Petersburg-Tampa-Clearwater. This growth market is led by Pinellas County, which has contri-

buted the largest number of newcomers over the past three years, and leads neighboring Hillsborough County (Tampa) by almost 90,000 in total population.

So call your Times and Independent representative today... and get in on the growth.

St. Petersburg Times
evening
Independent

P.O. Box 1121
St. Petersburg, FL 33731
General Advertising (813) 893-8249

Represented nationally by Story & Kelly-Smith, Inc.



pon ran March 7 and drew more than 19,000 responses; it will run again in October. A Christmas catalog page will appear in August.

One of the industry's most active programs, however, is in Phoenix. Mr. Hayes' program for the *Republic* and *Gazette*, which represent a combined daily circulation of 450,698, currently includes:

- Quarterfolds, the industry term for booklets half the size of a tabloid. The two papers run five per year on topics such as "Summer Fun," "Home Improvement" and "To Your Health."

- "CityLife," an entertainment weekly mostly distributed free in downtown Phoenix and on college campuses. A June issue ran six pages of classifieds.

- "Real Estate Showcase & Rental Guide," a monthly quarterfold distributed through the newspaper and on racks at a local supermarket chain.

- Mini-classified sections appearing in three zoned editions.

Mr. Hayes says the newspapers' classified ad counts are running 5% ahead of last year's full-run total of more than three million.

Like Mr. Hayes, Mr. Buckley of the *Atlanta Journal and Constitution* says his papers get new business through his telemarketing staff. One group does

prospecting only, especially among service businesses, companies looking to hire and schools. The sales staff scours local and national publications to find companies running help-wanted ads. They note job titles, such as engineering, in which Atlanta has a large labor pool.

"We'll call, say, aircraft companies and tell them we have [so many] structural engineers in metro Atlanta, and sell them on the paper," he says. "We found we can sell a help-wanted ad."

For the past five years, the *Journal and Constitution* have run business-to-business classifieds. The section isolates classifieds for services, data processing, machinery, equipment, and commercial and industrial real estate. That last category

especially benefits from the special treatment, Mr. Buckley says. Classifieds for office space and industrial property will get noticed by "businessmen who may not see them in the regular classifieds." This section runs with the daily business pages.

It all adds up to growth. Mr. Buckley quotes 1984 statistics of 31.7 million lines (up 23.8%) and 3.2 million ads (up 15.5%). Through May, lineage had increased 12.4% and ads 11.2% in 1985. The *Journal and Constitution* reported a combined daily circulation of 420,156, according to ABC's March 31 figures.

In recent years classified managers also have relied on technology to keep their departments nimble. Late last year *Times Mirror Co.'s Los Angeles*

Times installed 325 Zentec "intelligent" terminals—at about \$3,500 each—in three production plants and 12 branch offices. Don Clark, classified director, says the move allowed the far-flung operations to work on the same deadlines because ads go via phone lines to other computers.

Mr. Hayes soon will supplement his automatic call distributor, which forwards calls to the next available salesperson, with a management information system. That will gather data on the length of time callers must wait, number of calls abandoned and the time of the calls. This will help him schedule his 85-person telephone staff.

"Managers are getting more technologically oriented," he

says. "We've got 114 terminals, and we also do electronic pagination, which assembles classifieds a page at a time."

The *Times* reports a weekday circulation of 1,069,054, according to ABC.

Mr. Anderson of the NAB sees investments such as these as a trend in classified ad departments.

Forecasting a 10% to 12% increase in industrywide classified revenues this year, he thinks observers can discern much about a newspaper through its classifieds. "They're a key to the success of a paper," he says. "Without healthy classifieds you don't have a healthy newspaper."

Using that yardstick, the newspaper industry is in excellent health, indeed.

program with the headline, "The classic romance is waiting for you in Personals!" Other papers are more oblique. *Times Mirror Co.'s Los Angeles Times* soon will start "Common Interests."

"It gives people interested in computers or Shakespeare or art a good way to meet," says Don Clark, classified director. The *Times* won't run personals as such, however.

This spring the *Arizona Republic/Phoenix Gazette* launched "Meeting People [where singles meet]" in its "CityLife" entertainment weekly. The ads use abbreviations, but otherwise aim for a low-key tone. "Phoenix is more conservative than New York or San Francisco," says Jerry Hayes, classified ad manager.

But people wanting coast-to-coast market penetration might consider the Wednesday personals in *USA Today*. The section kicked off April 24 as a combination dating service/birthday card/welcome committee. Categories are "Let's Be Friends," "Happy Days," "Hello There," "Have a Nice Day" and "Message for You."

Lise Chin, director-classified advertising for Gannett Co.'s Washington-based paper, says readers suggested *USA Today* add personals.

Rates are \$15 a line, with a four-line, \$15 minimum for a box; credit cards are okay. Standards are high: No abbreviations, and the paper reserves the right to reject any ad.

Ms. Chin closely follows the results, and says an average ad gets 15 replies in the first week.

"We call people back to see what the response was," she says. "We're looking for the great success story." —V.W.

A research director talks to media planners about the most desirable newspaper audience.

I've found an ideal newspaper audience, and thought you should know about it. They're bright, high-income home owners who are trend-setters — and I found them reading *The Record* in Northern New Jersey.

Record readers have the second highest median reader income (\$38,000) of any daily paper in America, ranking 10th in per capita income, and 9th in median household ERI. In fact, 80 percent of their households have ERI's of \$26,000 or more, compared with 32 percent nationally.

The total audience of 434,800 readers daily and 538,600 Sunday is 40 percent age 25-44, 67 percent married, 40 percent college educated, 43 percent white, 57 percent employed and 80 percent own their homes (where most of them enjoy home ownership). And, they spend \$8.5 billion at retail — a figure projected to grow to \$15 billion in five years.

Record readers are the kind of people who willingly accept new ideas and spread them widely. That's the kind of audience that can have dramatic impact when we launch new campaigns for our clients.

One more thing — *The Record* is a full-color newspaper, and you can get extra impact and readership of our ads, in an editorial environment that is trusted by readers and advertisers alike.

Sound research and good judgment lead me to recommend *The Record* for your media plans. Why not contact Jonathan Theophilakos, their National Ad Manager, at 801-646-4287? We'll be drawing closer toward the sky!

The Record

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National Representative
Source: The Bureau of Economic Analysis
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